



# APPENDIX F:

## [TRANSPORTATION DEMAND MANAGEMENT PROGRAM OPTIONS]

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### OVERVIEW

This appendix - to the 2015 Jackson/Teton Integrated Transportation Plan (ITP) - provides suggestions, options and additional information for setting up a Transportation Demand Management (TDM) program in Teton County and is supplemental to the information presented in the Chapter 4 of the ITP.

These materials include:

- Establishing a TDM program – organizational structure options
- TDM coordinator position
- TDM program cost and funding
- Program evaluation
- Aspen/Pitkin County case study
- Notes on program costs
- Details: qualified transportation fringe benefits (tax policy)



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## Establishing a TDM Program

### *Organizational Structure*

Transportation demand management programs can be administered by public agencies, private entities - such as business associations - or separate public/private Transportation Management Associations/Organizations (TMAs or TMOs).

#### **Model 1: TDM/Trip Reduction Coordinator employed by Jackson and Teton County**

Under this approach new developments would be required to implement TDM programs, but participation by existing employers would be voluntary and free, encouraged by the services offered (participation in regional rideshare program, guaranteed ride home, assistance with setting up programs, etc.). The Town and County would provide strategic direction, possibly with assistance from a member advisory board. Public employers would fully participate to set the tone for the private sector.

Advantages: Easy to set up, low or no barriers to entry for employers, employers would spend money on implementing programs, such as transit subsidies, rather than contributing to funding TMA administrative costs. The public agency approach would maintain broader vision beyond employer interests.

Disadvantages: Harder to obtain private sector funding for program administration and regional services. TDM Coordinator and regional programs would likely have to be funded by public funds.

#### **Model 2: TDM/Trip Reduction Coordinator is employed by a non-profit TMA**

New developments would be required to implement TDM programs and commit to participation in a TMA by future owners, residents and businesses. A board of directors would include private and public sector members and would provide strategic direction. Participation by existing employers would be voluntary and there would be a fee for joining. Public employers would fully participate to set the tone for the private sector.

Advantages: Easier access to private funding for program administration. Participating employers would be more invested and involved. As a non-profit organization, the employee TDM/Trip Reduction Coordinator would have more freedom to experiment with programs and services.

Disadvantages: Higher start-up cost and greater effort to form non-profit organization. There would be a higher barrier of entry for employers due to the cost. Employer interests could compete with public interests.



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### ***Transportation Demand Management Program Coordinator***

The Trip Reduction Coordinator's primary functions could include:

- working directly with employers to offer training and assist with program implementation;
- providing support to developers with regards to TDM requirements;
- providing direct support and technical services, such as ride-matching, guaranteed ride home, incentive programs;
- working with the school district and residents to promote active transportation to and from schools and recreational activities;
- marketing programs via web-site, social media, events and outreach campaigns; and,
- tracking and reporting data for use as part of the performance indicators system.

### ***TDM Program Cost and Funding***

Transportation Demand Management Programs costs could include:

- Staff time: 1 full-time employee, consultant support (benefits consulting, general TDM consulting). Estimated annual cost: \$90,000 - \$115,000
- Start-up costs: web site development, graphic design support, implementation of regional ride-matching program. Estimated cost: \$20,000 - \$40,000
- Recurring program costs: guaranteed ride home expenses, administration of a regional ride-matching programs, outreach materials (web and print), events, incentives, web site maintenance, new program development. Estimated cost: \$15,000 - \$25,000.
- Note: cost estimates do not include the programs listed under Additional TDM Program Options. Traditionally, TDM programs are being funded by a combination of public funds, membership dues, and grant funding. Examples of TMA funding include dedicated tax revenue (sales tax, lodging tax, etc.), membership dues, grant funding, parking revenues, and monetary and in-kind sponsorships for particular events or programs. Federal and state funding may be available for specific programs.

### ***Program Evaluation***

The TDM program coordinator's responsibilities will include monitoring and reporting on all of the indicators and measures described in the Performance Monitoring and Reporting section. In addition, the TDM program coordinator will develop monitoring and reporting systems for TDM program metrics, including such indicators as:

- Number of employers and individuals participating in programs and events
- Number of employer transit passes distributed through the program
- Number of employees receiving qualified transportation fringe benefits
- Estimated trip reduction from TDM program activities



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### ***Case Study – City of Aspen/Pitkin County***

#### **General Transportation Options Program – “TOPs”**

The City of Aspen has similar characteristics as the Town of Jackson: a resident population of about 6,700 people that doubles in the winter and triples in the summer due to visitorship, high median home prices, and a high percentage of workers (66%) who commute from outside the City. The City of Aspen and Pitkin County operate a TDM Program that originated in a joint Aspen Area Community Plan in the 1990s in response to air quality concerns.

The program has been successful in fulfilling the plan’s goal – to keep traffic at 1993 levels despite continued growth and development. Important contributors to the success were the expansion of the Roaring Fork Transportation Authority transit service, including fare free service within Aspen, the introduction of paid parking in the downtown area of Aspen, and a robust transportation demand management program, mandatory for new developments and voluntary for employers.

The “Transportation Options Program” directed at employers is voluntary and free, as long as employers designate an employee transportation coordinator. Over 5,000 employees are participating in the program at 30 employer sites, including the City of Aspen. Developers on the other hand are required to mitigate 100% of the project’s largest peak hour trip generation by choosing from a menu of both TDM and infrastructure measures and submitting annual reports to stay in compliance.

The City of Aspen’s Transportation Department administers the TDM program, which includes the following:

- Ridematching and carpool incentives
- Bike information and Bike to Work Day event
- One-stop shop web site for commuter information, incentives, ridematching, and latest transportation information
- Emergency Ride Home
- Employee transportation coordinator training, meetings, networking, assistance
- Employer grant opportunities
- Events
- Outreach materials
- Car-Free Aspen Visitor Guide
- Car sharing (operated by the City of Aspen)
- Bike Sharing (operated by a non-profit)

The program is partially funded by parking revenues.



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### **Aspen Bike Share Program**

Aspen's bike share program is operated by a non-profit organization called WE-cycle. In 2014 the system included 100 bikes at 14 stations and operated from May to November. We-Cycle offers the following pass options: 1-day, 3-day, 7-day, 30-day and season. All include free unlimited rides up to 30 minutes each, after which modest late fees apply.

Founding partners include the City of Aspen, Roaring Fork Transportation Authority, Pitkin County and several private partners. The system is funded with a combination of membership fees and sponsorships. We-cycle encourages people interested in bike rides that are longer than 30 minutes to seek out bike rental providers instead and links to local companies on its website. The program has 465 season pass holders and also offers day-passes, which are attractive to visitors and occasional riders. 17,600 rides were taken during the 2014 season.

### **More information –**

Aspen Transportation:

<http://www.aspenpitkin.com/Departments/Transportation>

Employer services:

<http://www.aspenpitkin.com/Departments/Transportation/Employer-Services/>

Commuter Services:

<https://www.commuterconnect.net/public/home.aspx>

Developer requirements:

<http://www.aspenpitkin.com/Portals/0/docs/City/Comdev/Recent%20Code%20Amendments/TIA%20Guidelines/Aspen%20TIA%20guidelines.pdf>

Bike Share

<https://www.we-cycle.org/>

Car Share

<http://www.aspenpitkin.com/Departments/Transportation/Car-To-Go/>

Car-free guide to Aspen

<http://www.aspenpitkin.com/Portals/0/docs/City/transportation/summer%202010%20transportation%20guide.pdf>



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### **Notes on Program Costs**

National average salary for TDM positions:

TDM Director: \$64,000 plus benefits

TDM Coordinator: \$45,000 plus benefits

[http://usf-cutr.custhelp.com/app/answers/detail/a\\_id/3170/~what-is-the-average-salaries-for-tdm-specialist%3F](http://usf-cutr.custhelp.com/app/answers/detail/a_id/3170/~what-is-the-average-salaries-for-tdm-specialist%3F)

Median Annual TDM program costs:

\$150,000 - \$200,000 per year

[http://www.niches-transport.org/fileadmin/archive/Deliverables/D4.3b\\_5.8\\_b\\_PolicyNotes/14689\\_pn12\\_TMAs\\_ok\\_low.pdf](http://www.niches-transport.org/fileadmin/archive/Deliverables/D4.3b_5.8_b_PolicyNotes/14689_pn12_TMAs_ok_low.pdf)

Rideshare software costs

Starting at about \$10,000 set-up costs and \$10,000 annual fees (basic ridematching set-up)

<http://www.rideshark.com/features/Home.aspx>

Web design costs

Starting at \$5,000 - \$10,000, depending on functionality.

<http://platowebdesign.com/web-design-pricing-calculator.php>

Guaranteed Ride Home and marketing costs – MASCO, which serves > 45,000 employees in the Boston Longwood Medical and Academic Area, spent \$3,000 on Guaranteed Ride Home services (taxi and rental car) in FY14 (77 uses at ~\$39). MASCO spent \$1800 on 3,000 program brochures.

### **Details: Qualified Transportation Fringe Benefits**

Employers may offer pre-tax qualified transportation fringe benefits (aka commuter benefits) to employees. Monthly limits change often. These provisions must be renewed by Congress in the new Surface Transportation Bill, but pursuant to MAP-21, In 2014 the limits are as follows:

- Transit or Vanpool (in vehicle with 6 or more passengers): \$130
- Parking (near work location or where employee uses transit, carpool or vanpool): \$250
- Bicycle (reimbursements for purchase, repair, storage or improvement of bicycle): \$20

Employees are allowed to receive both transit and parking benefits at the same time, but if they elect bicycle benefits, they may not also receive tax-free transit or parking. The employer can provide transit passes or parking passes either directly to the employee or through a voucher system that can only be exchanged for a transit pass.

Benefits: Employees do not pay income taxes on amounts received. If employers choose to subsidize employees' transportation cost, they may deduct the amount of the subsidy as a business expense, but do not save on payroll taxes.

[http://www.irs.gov/publications/p15b/ar02.html#en\\_US\\_2014\\_publink1000193740](http://www.irs.gov/publications/p15b/ar02.html#en_US_2014_publink1000193740)

